

Presentation By:
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MAHMUD JAN MOHAMED

BACKGROUND

- Why I chose a Hotel Career
- MHCIMA/Member of the Cornell Hotel Society
- Comfort Zone makes me nervous
- Use five senses
- Inquisitive, Continuous Learning, Visualize
- HR your most important asset (Software/Hardware)
- Career Path – Grow the Company

SERENA MILESTONES (1985 TO 2009)

Serena Hotels, Africa Growth: 1985 to 2009

Year	Countries	Units	Rooms	Staff
1985	1	5	574	1,225
2000	3	13	997	2,134
2005	5	17	1,390	2,781
2007	6	19	1,560	2,999
2009	6	22	1,762	3,392

Note: The above includes Managed Properties.

MANAGEMENT OF CHANGE

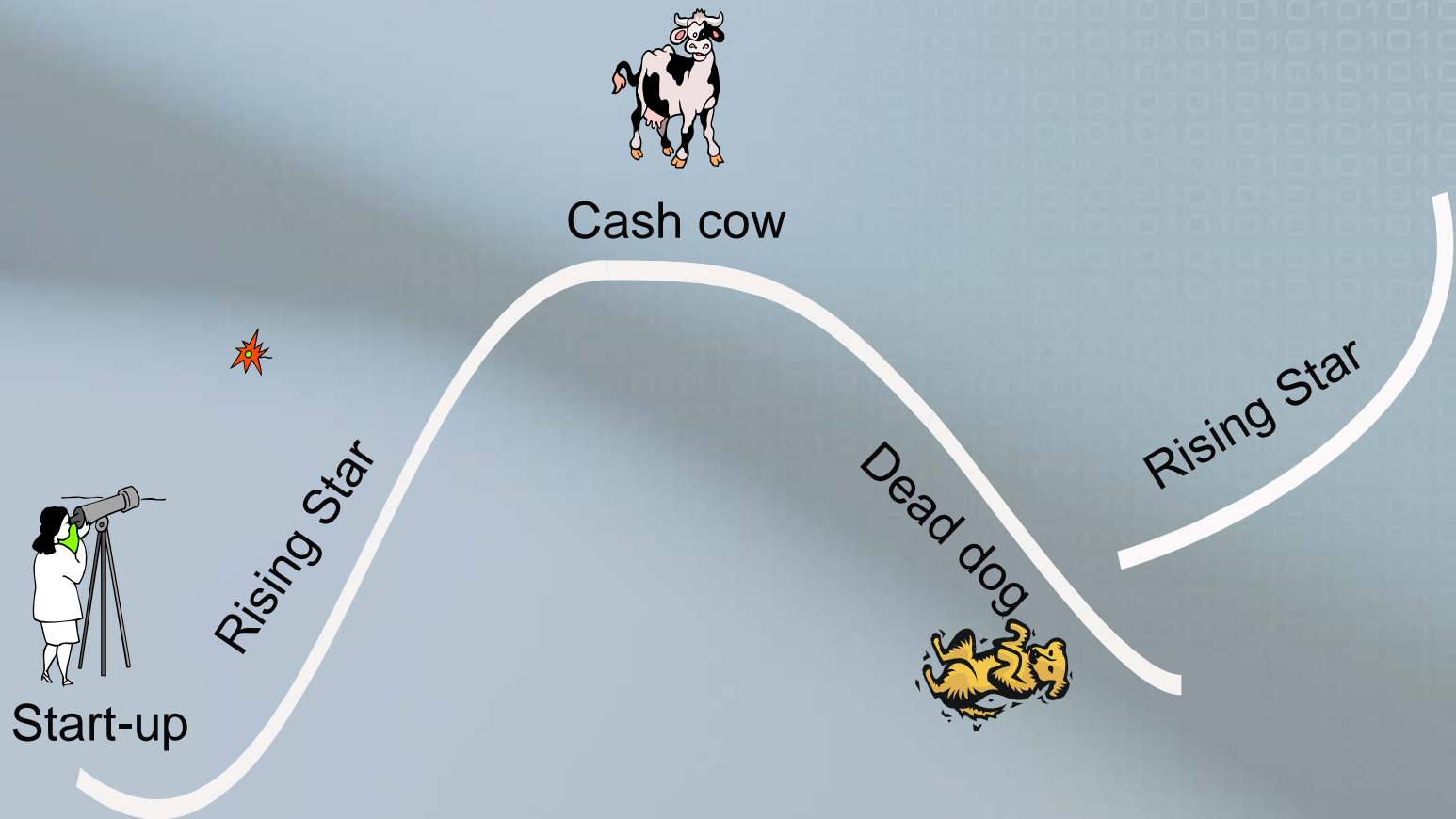


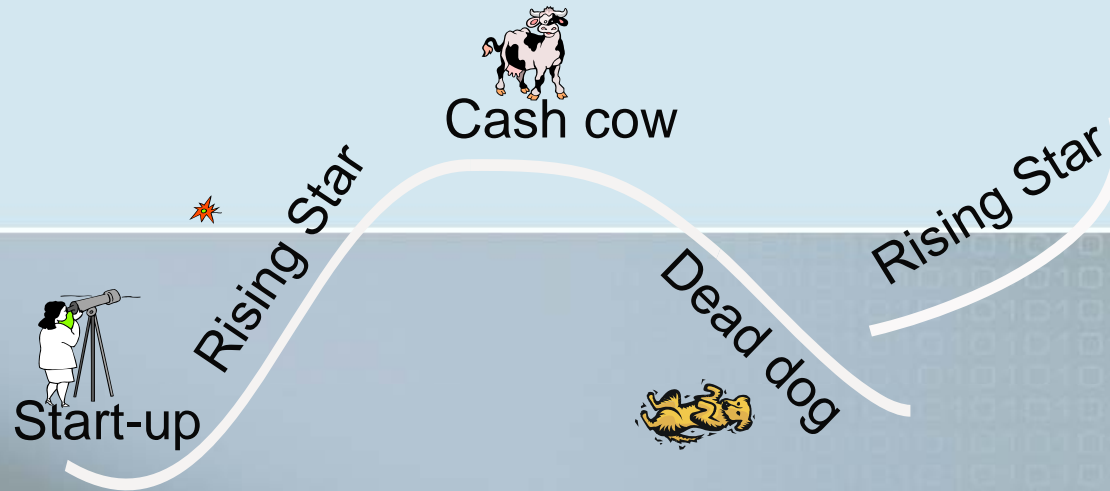
“There are points in the history of any company when you have to change dramatically to rise to the next performance level. Miss the movement and you start to decline.”

Andy Grove: CEO Intel

PRODUCT LIFE-CYCLE

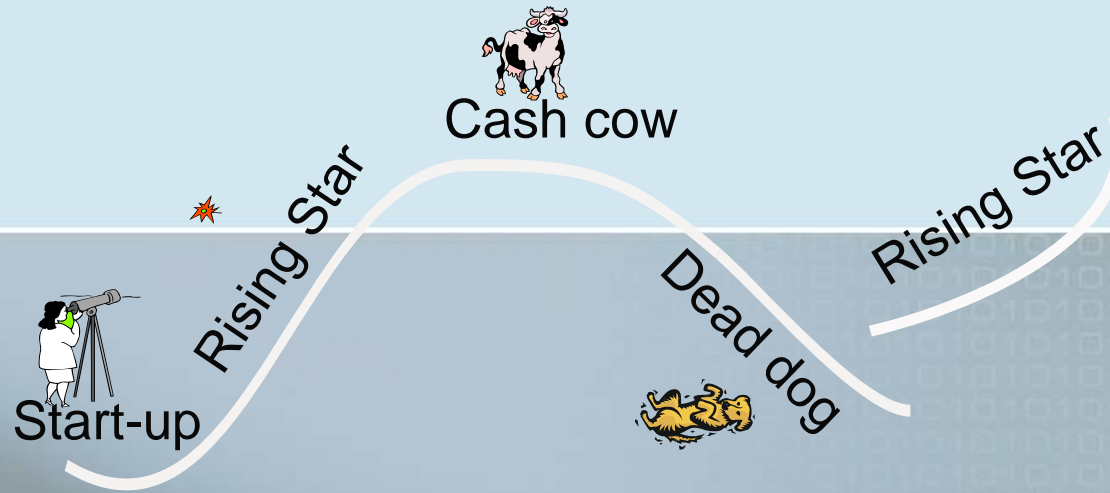
(Businesses, destinations, Human resources)





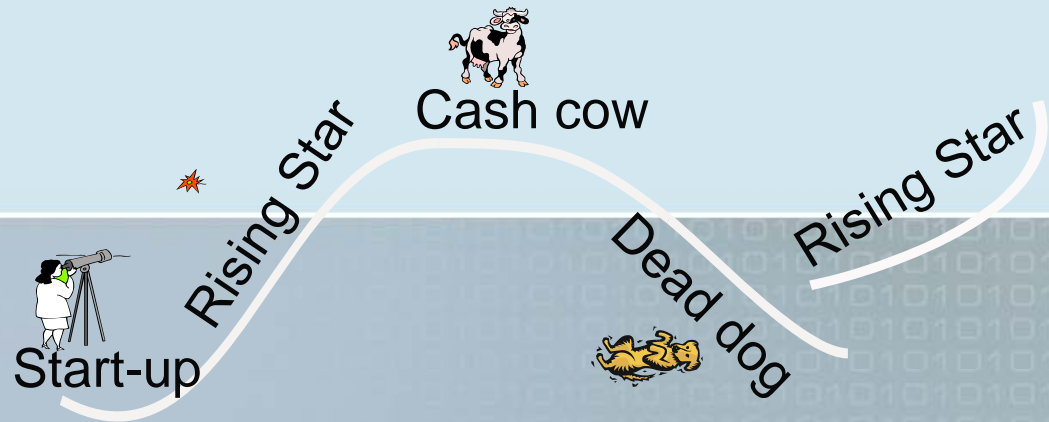
Start-up phase

- Product new
- Limited competition
- Hiring the right people
- Keeping promises – deliverables
- Consistency in product/ service
- No sacrifice of standards



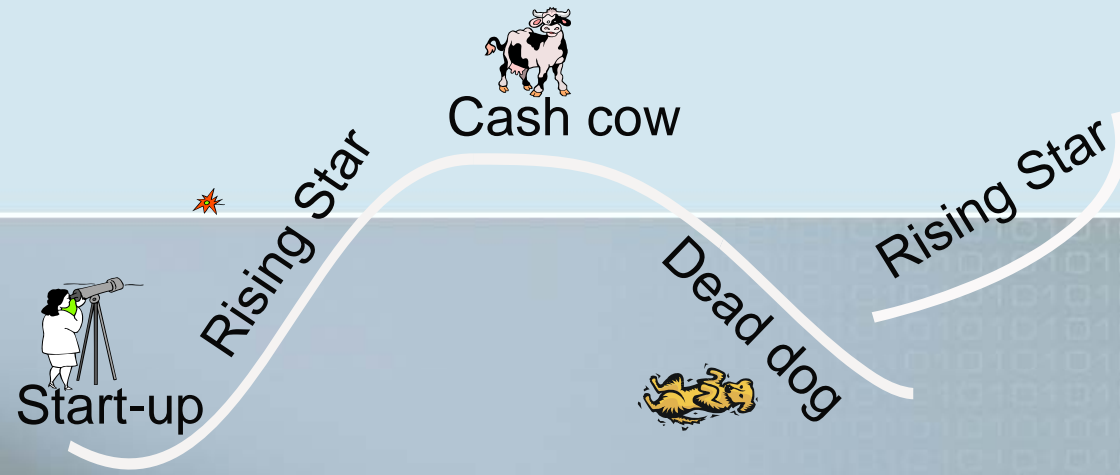
Rising-star phase

- Demand growing faster than supply
- “Idiots make money!”



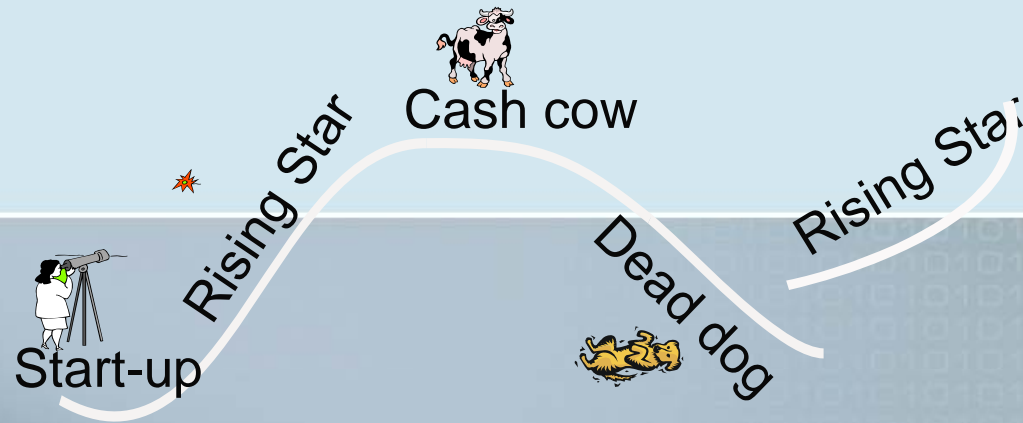
Cash Cow phase

- Business mature
- Diverting profits into non-core activities (surplus cash)
- Expansion rather than improvements to existing business
- New competitors – “the business to be in”
- Complacency creeps in if policies are not “BUILT TO LAST”
- Complaint procedures



Dead Dog Phase

- Inefficiencies are “in-built”
- Human resources entering dead-dog phase
- Equipment, physical properties, infrastructure entering dead-dog phase



Dead Dog Phase → Rising Star Phase

- Renewal phase has to begin
- Retrain/Re-deploy Human Resources
- Introduce new tools/technology
- Rehabilitate premises
- Continue to support older products
- Mergers, alliances or closures may be necessary
- Diversification; new products
- SWOT Analysis – an annual, on-going exercise

- The key is to identify customer value
- Creativity - Changing consumer needs
- Differentiation should be hard to copy

“You cannot duplicate the infrastructure processes and behaviour of another organisation any more than you can copy a dollar bill and call it money”

Prof. Tom Cullen, Cornell University

Out-innovate the competition – not good enough to match only.

- Airlines 1st Class travel
 - 1980's – caviar/champagne
 - Mid 1990's – “sleep” seat configurations
 - (based on customer research)

COMPETITIVE REALITIES

- No longer can we increase prices when costs go up
 - No longer can we assume good basic service is enough
 - No longer can we offer the same products and services
-
- Every company must identify Value Drivers for customers (External research, comment forms, staff feedback, SWOT analysis) Avoid “Do it for historical reasons” or “The Boss says so.”
 - Incorporate values into company’s Mission Statements, Stated Philosophy (E.g. Environmental issues)
 - Standard operating procedures (SOP’S)
 - Train against SOP’s
 - Provide tools to do the Job, enabling conditions and environment

CREATE COMPETITIVE ADVANTAGE THROUGH YOUR WORKFORCE

- Today's level of workforce (exposure, education, internet)
- Encourage messengers of bad news
- Clear Complaint handling procedures
- Record encourage positive feedback – celebrate success/reward and create models
- Promote from within
- Pride of Association (Nobody like us)

Why Do Strategies fail?

Final Total	Knew Vision	Looked It Up	Did not Know Vision
	28%	3%	69%

MARKET LEADERS

- Can grow complacent
- There are ways of keeping a business on it's toes:
 - Avoid arrogance – it is impossible to do things better than we are doing
 - Avoid denial – Characterized by defensiveness – there are no opportunities for improvement
 - Highlight clear threats from competitors
 - Benchmark against companies – even those in unrelated industries
 - Cultivate employees who question the unspoken assumptions of the organisation

MAINTAINING/GROWING THE CLIENT BASE

- Recognize the “HOSTAGE” client
- Exit interview for “LOST” clients
- Encourage feedback
- Recognize importance of “other” stakeholders
- All departments on same wavelength – Sales and Credit Control

THANK
YOU

